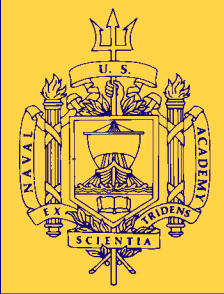


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*"The shortest and
surest way to live
with honor in the
world is to be in
reality what we
appear to be."*

~ Socrates ~



*Everything is a matter of choice, and you have the ability
to make the right decisions. What are you going to choose?*

Captain David J. Carey, USN (Ret)
Class of 1964

Subtle Ways For Winter Days

by *MIDN Tom Cunningham, '01*



So, it's the Dark Ages. Don't blame me if you have not yet experienced the joy of being cooped within a large granite fortress with four thousand other afflicted souls. The Academy has its own quaint little ways of dealing with what is commonly known as Seasonal Affective Disorder, or scientifically as "I'm Bored and Can't go Outside, and I Feel Like a Beached Jellyfish" (IBCOIFBJ). This condition can have serious effects on a midshipman's behavior and morale, and thus his or her character.

Symptoms are not as rare as one may initially suspect. My extensive and complete research into IBCOIFBJ (which consisted of me talking to my next door neighbor on the way to the head) has brought me to the conclusion that Midshipmen are insane, and this finding does not include spontaneous pep-rallies involving shaving cream, rope, flag poles, and moving large aircraft, which is

sanctioned ridiculousness essential to our development as Naval Officers.

No, IBCOIFBJ is different. It is unharnessed energy. It is unleashed creativity. It is unsuppressed and cultured expression like having room-wide ninja fights in your underwear. Perhaps you've been tempted to flex like the Hulk in front of the mirror. This is fine if you are big, but if you are skinny it will force your roommates into seeking post-trauma counseling.

Yes, IBCOIFBJ means racing laundry carts down the p-way at high velocity. Notice I said, "Velocity" and not, "Speed". The path of a cart is never a straight line...it is more like riding a dyslexic horse through a maze...blindfolded. (The horse being the one who is blindfolded, but I suppose you could be as well).

IBCOIFBJ means making prank calls to random rooms at 0100 in between rounds of "Snood" and learning how to break dance. It means lying on the floor face-first and listening to Jimmy Buffet in a noble attempt to avoid Statics homework. It means waking up from a three-hour "ten-minute" nap to make jell-o in your sink for the DVD party later that night. It means making your alpha inspection preparations into an 80's theme dance party.

It means seeing midshipmen walking to class every morning - hun-

dreds of little darkly clad, knowledge-seeking students with the excited, overwhelming cheerfulness of an Italian funeral. Lets face it: the Dark Ages have never been the best time to be at the Academy. Even in the days of antiquity when the first cave-mid coined the title "Daaarrrrrk Aaaagesss!!" out of a window of Mother-B's predecessor, Academy winters have always been inducers of stress and unparalleled "cabin fever".

Which brings me to my point (drum roll, please): this environment is ripe for people to get bored, procrastinate, and get into trouble. Not everyone, of course; some people cocoon themselves within their rack, never to be seen except for an occasional formation. The temptation, however, is real, and is different from any other time of year. Subtler and less obvious are the forces at work during the Dark Ages. This winter condition has been studied extensively for its affect on the workplace and the family, and is exaggerated in locations such as Antarctica, Siberia, and deck 7-4. One may feel tempted to break the rules to break the monotony, thus risking conduct trouble.

Irritability and rudeness levels rise as well; try talking to a youngster at breakfast. Character traits like friendliness and courtesy go right out the window, and in some cases integrity and honesty go with them. This can be avoided!

Make a conscious effort to be straightforward and polite, and acknowledge the negative effects the Dark Ages can produce in people. With the right state of mind, you too can avoid the pitfalls of "cabin fever" in regards to your character, and emerge morally unscathed and a better break-dancer.

I've never known a man worth his salt who in the long run,
deep down in his heart, didn't appreciate the grind, the discipline....

I firmly believe that any man's finest hour
- this greatest fulfillment to all he holds dear -
is that moment when he has worked his heart out in a good cause
and lies exhausted on the field of battle - victorious.

~ VINCE LOMBARDI ~

Service Assignment 2001

by MIDN Pritha Mahadevan, '02



Dean William Miller (USNA '62) offers his congratulations to members of the Class of 2001

Certain stories at the Academy are passed on, year after year, and often assume status equal to urban legends. One of my favorite stories of USNA is the old method of service selecting a warfare community. Today's midshipmen listen in awe of how, in "the good old days", midshipmen were called down by order of merit to Smoke Hall and chose what remained! And the myth becomes even greater when we hear of some alumni choosing between Surface Warfare and the Marine Corps with only the flip of a coin! My, how things have changed...

After an exhaustive process of screening, PFT's, and interviews, the Class of 2001 learned of their service assignments on the afternoon of January 30. A certain excitement gripped every wardroom in Bancroft Hall as company officers summoned their first class into the wardroom and handed each midshipman a sealed envelope. Together, the first class learned where the next phase of their lives would soon be headed.

Some firsties rushed out of wardroom exclaiming "I got SWO!!"

Others simply held up a small slip of paper that read "Navy Pilot" accompanied with a satisfied grin. Midshipmen selected for communities with "rituals", such as the SEALs and Marine Corps, walked out of the wardroom into the eager clutches of plebes armed with fresh razors, shaving cream, and more than enough enthusiasm for the job that lay ahead.

The Class of 2001 learned of their service assignments on Tuesday, and on the following Friday, February 2, ships were chosen, homeports selected, and flight dates confirmed. After three and a half years of hard work, challenges, and frequent frustration, the light at the end of the tunnel clicked on. Major issues of the Academy, such as liberty and regulations, now pale in comparison. The first class look forward to the Fleet, real life, and real choices. In less than one hundred days, marriage, apartments, and grocery bills become a reality. Some midshipmen will even have to do their own laundry for the first time in their lives!



VADM Edward Moore (COMNAVSURFPAC) provides advice to MIDN 1/C James Hoey

Somewhere in the middle of giddy firsties and razor-clutching plebes, the second class and youngsters watched the firsties celebrate, race to call home, search for classmates



An aspiring Surface Warrior selects USS Higgins (DDG 76)

in other companies, and of course head out into town to celebrate with their whole class. We watched not only to support the first class, but also to encourage ourselves on. Completing four years at USNA is no small feat, and even the number one midshipman in the class has his or her share of tough times and uncertainty.

I have now watched three Service Assignments come and go. With each time, I never realized that my opportunity was looming closer. It is so easy to become obsessed with the little details of life here as a midshipman. The never-ending day starts with watch inspection, followed by a 6-N, sports practice, evening meal, a mandatory lecture, and ends finally with hours of homework. Somewhere in that hectic schedule, midshipmen live their lives, pursue their dreams, and once in a while lose the "big" picture.

Service Assignment night and all its traditions, such as the warfare community receptions in Memorial Hall and the wearing of the mini insignia on the working uniform, serve to annually bring the mission of the entire Academy back into focus for every midshipman. There is life after the Academy, a great life filled with challenges and opportunities, awaiting every midshipman upon graduation.

Words of Inspiration

by MIDN Lauralee Manges, '01

On January 8, the first class midshipmen had the opportunity to listen to Captain Dave Carey, USN (Ret), speak at the Ethics Dinner sponsored by the Class of 1964. During his speech, Captain Carey held the attention of everyone in King Hall as he shared accounts of his experience as a prisoner-of-war in Vietnam while offering the Class of 2001 his lessons learned during his years in captivity.



CAPT David J. Carey (USNA '64) addresses the Class of 2001

Captain Carey selected Navy pilot upon receiving his commission from the Naval Academy in 1964 and served as a carrier aviator during the Vietnam War. While flying a combat mission over North Vietnam, Captain Carey's aircraft was shot down by a surface-to-air missile. He was taken hostage as a prisoner of war by the North Vietnamese and remained in various prison camps for the next five and a half years.

During his time in captivity, Captain Carey faced some of the most difficult challenges of his life. Although confronted with numerous opportunities to give in to his captors

or give up hope for rescue, he chose to persevere. To the midshipmen of the Class of 2001, he offered the following guiding principles to be used when faced with the most difficult of situations. The principles that helped both himself and his comrades in Vietnam can be applied to any challenging situation.

First, Captain Carey spoke of the code that he and his comrades developed in order to communicate with each other. The code began with a few simple taps on the walls separating their cells and grew into an entire language that helped break the barrier their captors attempted to place between the prisoners. Captain Carey's description of the development and use of this code made it seem as though it were the logical assumption to make, because when faced with such a dilemma as being barred from communication they "did what they had to do."

Moreover, Captain Carey spoke of the physical abuse to which he and



ADM Carlisle A.H. Trost (USNA '53) and MIDN 1/C Jeff Palmer

his fellow prisoners were subjected. Oftentimes, the men imprisoned in the POW camp did not even have knowledge of information pertinent to the current attacks being made by the U. S. forces. Resisting the Vietnamese guards when placed at their mercy was difficult, but when faced with inevitable punishment he and the other Americans tried to remain steadfast in withholding information, and they always "did the best they could."

He also spoke of a faith in God that helped him through his loneliest hours of imprisonment. He said that his faith played a very important role in his outlook on his prison experience. Even though many of the prisoners did not share the same



MIDN 1/C Lauralee Manges and Mr. Leroy "Smokey" Field (USNA '64)

religious beliefs, they held something dear to themselves which they believed would help them through the difficult times. One of the most integral factors that helped uplift their spirits was that they “kept the faith.”

To break the monotony of life in POW camp, the men would often tell jokes to each other using the tap code. The Americans occasionally found amusement by taunting their captors and confusing them since the Vietnamese did not speak fluent English. These things helped them to find a sense of comic relief in the midst of the dreadful circumstances they faced for so long. In light of the seriousness of their imprisonment, it was important that they maintained their lightheartedness and “kept their sense of humor.”

In order to keep their minds preoccupied and rid themselves of disparaging thoughts, Captain Carey and his comrades devised many different ways to amuse themselves. They would take turns “telling” movies they remembered from home by using the tap code. Captain Carey

even taught French lessons. He said that he was “the best French teacher in the world,” although in reality he did not speak the language fluently at all. His goal was not to teach French, but rather to provide a means for the other men to preoccupy themselves and keep their sanity. Through such forms of entertainment, they “tried to grow from their experience.”

Captain Carey stated, “Everything is a matter of choice, and you have the ability to make the right decisions. What are you going to choose?” By relating his challenges faced as a POW, Captain Carey encouraged the first class to use his principles for guidance while always

I love the man that can smile in trouble,
that can gather strength from distress,
and grow brave by reflection.
‘Tis the business of little minds to shrink,
but he whose heart is firm,
and whose conscience approves his conduct,
will pursue his principles unto death.

~ THOMAS PAINE ~

remembering “to do what you have to do”, “do the best you can”, “keep the faith”, “keep your sense of humor”, and “try to grow from the experience”.

His thought provoking words of wisdom were an inspiration to the Class of 2001 as we look forward to graduation and our future service in the Navy and Marine Corps.



Members of USNA's Class of 1964

"Know Your People"

by MIDN Anne Gibbon, '03

In less than 100 days, the Class of 2001 will start over at the bottom of the pile as Second Lieutenants and Ensigns. For the past four years they had the opportunity to develop themselves as leaders. Although each individual develops a unique style, all would agree that knowing your people is a key asset for any naval leader. Opinions often diverge into the "how's" and the "why's", but the end result should be the same for all of us. The knowledge attained about your people will help you and your command accomplish the mission and achieve goals, often in a manner that exceeds expectation.

The latest technology can only go so far in winning a battle; people define the outcome of war. Humans can bring life from death and victory from defeat where technology cannot, but achieving these improbable results requires an understanding of what makes subordinates tick. Although knowing your people is perhaps one of the more simple demands of leadership, learning how to use that knowledge often becomes one of the toughest challenges faced by a junior officer. Applying this knowledge involves learning how enlisted sailors and marines work and learn, understanding what motivates them, and learning about their background, home life, and other defining aspects of their personalities.

Junior officers and midshipmen may learn about their people through a variety of ways. Taking time to glean information by listening to your enlisted can offer immeasurable insight into their problems and complaints. A strong relationship with your non-commissioned officers can also provide a deeper understanding about issues that your junior enlisted may have been reluctant to mention to an

officer. By observing your men and women in all aspects of their training, you may gain an accurate understanding of their capabilities and, more importantly, their limits when tested. This familiarity will play a crucial role when you set out to define your mission and achieve your goals.

Young officers also face many pitfalls while working to gain knowledge about their subordinates. It has been proven that raising the expectations on people will often cause them to increase their performance. However, pushing too far can result in breaking a person to the point of failure. Moreover, being too friendly with your enlisted or playing favorites to those with whom you have more personal traits in common results in unfair treatment. In time, this may lead to low morale, a decrease in performance, and the loss of the respect of your subordinates. Whether gaining insight into the motivation of your people personally or indirectly, the key is to remain professional. For some, the word "professional" possesses a negative, cold connotation, but it simply means fair treatment in all interactions among subordinates and superiors while building a foundation of mutual respect and trust.

The challenge facing the Class of 2001 and all midshipmen who will become commissioned officers is learning to apply the knowledge about our subordinates to improve their performance. Training may only yield results when a leader knows where to focus the effort in order to sharpen skills. An officer must properly plan and utilize strengths while improving the weaknesses of their people. As midshipmen, we can all



"Know your people...know your equipment." Summer cruise is a perfect opportunity to build these important leadership skills.

learn to work on this skill even if we simply learn to push ourselves. Sometimes the hardest task is facing our own faults and making steps to change them. By challenging ourselves and pushing our subordinates, we can approach each test of preparation with confidence. Whether final exams, the championship race, or the life and death situations of a battle field, challenging yourself and your people prior to the test is necessary and only possible when you know them well enough to adequately prepare.

Although our firsties will soon face these challenges in the Fleet, these same challenges are present in many forms each year at the Academy for the remainder of the underclass. Youngsters often become disillusioned with the inconsistencies they witness and their lack of ability to affect change. Yet even at this level an opportunity exists to practice leadership by simply getting involved in the professional development of your plebe. The Fleet and its challenges are not far off, as the Class of 2001 well knows, but the opportunity to prepare for commissioning and the challenges of the junior officer still exist in the Hall, in our sports contests, in the classrooms, and especially when looking in the mirror.

USNA's Savvy SAVI

by MIDN Hannah Martin, '02

The Sexual Assault Victim Intervention (SAVI) Task Force started at the Naval Academy late in the summer of 2000. The main goal of SAVI is very simple: "To reduce incidents of sexual assault experienced by or perpetuated by USNA Midshipmen." At the beginning of this spring semester, the SAVI program became fully active and visible, with a committed military and midshipmen staff. However, when the Brigade experienced the "One In Four" program during the January Intercessional, the SAVI program and its role at the Naval Academy were recognized and validated by all midshipmen.

A group of male college students from Central Michigan University led by Mr. Steve Thompson presents their "One In Four" program to various college students throughout the country, talking to young men and women about how to help friends who have been victims of sexual assault or rape. This group spoke to the entire Brigade by class, and began each session by asking every midshipmen to think about four women they care

about deeply. Next, they offered the alarming statistic that one of those four women has been or may become a victim of sexual assault or rape in her lifetime. Immediately the group had the attention of every mid in Alumni Hall, and everyone listened and learned how to help their loved ones, friends, and subordinates. More information about "One In Four" can be found on their website: www.oneinfour.



USNA's Sexual Assault Victim Intervention Task Force

The "One In Four" program had a deep impact on members of the Brigade: "When I close my eyes, I see four women, and the thought that one of them may have to deal with this at some point in their life scares me," said Midshipman 2/C Jared Henderson.

"Sexual assault and rape do happen to midshipmen as well as others outside the Academy. This subject has the potential to be devastating and disruptive for someone's life,

either through direct experience or second-hand experience. We have the tools and training to help people or get them help as quickly, safely, and thoroughly as possible in order for them to regain their balance and continue to function as best they can."

Although led by several military staff members, in particular Lt Traci Keegan, the heart of SAVI resides in midshipmen. Midshipman 1/C Eric Ruesch is the Training and Education

Committee Head, Midshipman 1/C Will Bundy is the Information and Posters Committee Head, and Midshipman 2/C Jared Henderson is the SAVI GUIDE (Guidance Understanding, Information, Direction, and Education) Committee Head. All Staff Advocates and Midshipmen

GUIDEs undergo 20 hours of sexual assault awareness training, where they learn how to assist people who have been victims as well as those who have friends or family members who have been victims. Midshipmen who are part of SAVI are a proactive, continually available source of information and emotional support for victims and their friends. More information about the Naval Academy's SAVI program can be found on their website www.usna.edu/SAVI.

The greatest man is he who chooses right with the most invincible resolution,
who resists the sorest temptation from within and without;
who bears the heaviest burdens cheerfully;
who is calmest in storms, and most fearless under menaces and frowns;
whose reliance on truth, on virtue, and on God is most unfaltering.

~ SENECA ~

The Most Innovative Organization at USNA*by Lt John Winship, USN*

The Human Resource Officers (HERO) program communicates better than any organization on the Yard, and is the most effective, innovative team at USNA. Why?

First, our communication channels are the best because every HERO can talk to any other HERO, or to me – directly. The issues we deal with are often very specific and time sensitive, and the filtering and time-consuming processes inherent with a hierarchical chain-of-command are simply too inefficient. Some issues are sensitive to the mids involved, so informing every link in the chain just for the sake of following the chain-of-command is not always fair to those mids.

In terms of being effective, we must first expand the term to mean not just producing a desired effect, but to do so with a minimum amount of bureaucratic waste. I would argue that our lack of HERO

“administrative noise” is a strength that differentiates us from other USNA ‘programs’. HEROs are simply a network of good people who are available to respond to immediate and complex human resources issues, and to help our companies communicate better. That’s it. No paperwork, no organizational charts; just good people who help when needed and then fade into the background.

Our main innovation is the adaptation to a Network Centric (NC) philosophy where everyone is connected and decisions are decentralized. Our troops on

the ground can make the call without waiting for an order from me or their first class. To do this, you need the best people. Technology changes, and even tradition can become a liability in today’s fast paced environment. The only sustainable competitive advantage is smart people who care.

Secondly, HEROs value the function of the chain-of-command over the form. The chain-of-command’s main purpose is to move information to the critical players such that the group can function effectively. The key word is move. If you value the form of the COC too much, or how it looks on paper, then people may hoard and filter information before sending it up or include others who do not add value to the solution. This is just too slow, inaccurate, and inefficient for dealing with our complex and sensitive issues. To be effective HEROs, we need speed and accuracy (while keeping some things in confidence), so we operate more under the NC concept of linking knowledgeable entities in real time. In plain English, this means communication channels adapt around the circumstance, including only people who add value to the problem.

While it may sound space age, it’s really as simple as talking directly to one another and allowing those with the best picture to make decisions. A fluid network working in conjunction with a hierarchy allows the strength of one to offset the weakness of the other. The advantages of speed and accuracy within the network complement the traditional hierarchy’s advantages of structure and common direction.

Outstanding Company Team**26th Company**

MIDN 1/C Patrick Acker

MIDN 2/C Angela Pratt

MIDN 3/C William Czopek

MIDN 4/C Jacob McIlvaine

Outstanding 1/C HEROAndy Mild, 7th Company**Outstanding 2/C HEROs**Errol Watson, 7th CompanyRory Kipper, 18th Company**Outstanding 3/C HEROs**Robert Weaver, 4th CompanyStephen Bravo, 16th CompanyRick Lang, 30th Company**Outstanding 4/C HERO**Daniel Tapia, 9th Company**The Character Quarterly Staff****Editors**

MIDN 1/C Lauralee Manges

MIDN 1/C Frank Magallon

Writers

MIDN 1/C Tom Cunningham

MIDN 1/C Eric Olendorf

MIDN 1/C Jeff Palmer

MIDN 2/C Pritha Mahadevan

MIDN 2/C Elizabeth Kreft

MIDN 2/C Hannah Martin

MIDN 2/C Justin Nassiri

MIDN 2/C Abigail Stiles

MIDN 3/C Anne Gibbon

MIDN 3/C Ruth Wilson

Officer Representative

Lt Steve Milewski, '95



**Character Development Division
U. S. Naval Academy - Stop 2D
103 Fullam Court
Annapolis, MD 21402-5005**

We welcome any articles or ideas you may have to contribute to *The Character Quarterly*.
Please contact Lt Steve Milewski at:

Commercial: (410)293-1922

DSN: 281-1922

Email: milewski@usna.edu